

## **Multi-Agency Permitting Team Performance Measures**

These performance measures<sup>1</sup> were created to determine the pilot project's overall success; they are subject to improvement opportunities as the MAP Team continues to refine business practices to meet customer expectations. The following summarizes the activity that has occurred to date on the MAP Team pilot project.

- **Projects active in the 2003-2005 biennium – 37**
- **Project applications received - 23/25 (2 re-applications)**
- **Projects which avoided impacts/permits – 5+**
- **Projects with permit/authorizations complete – 17**

### **Processing Time**

Did the MAP Team process result in projects meeting the MAP Team goal of a permit decision at least 60 days prior to the contract advertisement date (Ad)? If not, what was the true cause of the delay?

To date, no problems related to the MAP Team member agency permits have resulted in a delay to a project Ad.

- **Projects permitted at least 60 days prior to the Ad –47% (8/17)**
- **Projects permitted before Ad – 100% (17/17)**

As a side note, due to delays or in an attempt to salvage the existing Ad, six of these completed projects were received and permitted by the MAP Team in a very short period of time, typically 30-60 days prior to Ad.

**Baseline Comparisons** - Is permit acquisition time improved for the MAP Team's projects?

- **Projects permitted faster than the NWR historical average for critical path permits – 71% (12/17)**

Two projects required additional time due to complications related to the 9<sup>th</sup> Circuit Court "Talent Decision" and/or other mitigation design issues and three projects experienced delays for other reasons. However, none of these projects were delayed.

### **Agency Investment**

Is the MAP Team an effective investment based on productivity, workload, and cost?

Due to differences in accounting procedures at member agencies, it is not possible to arrive at a specific cost per permit, or per project, under the "standard" process. However, the MAP Team members and WSDOT project personnel feel that the involvement of the MAP team is indeed an improvement over previous processes.

**Workload** - The total number of actions from the Map Team to date includes:

- **46 Permits and formal review actions**
- **60+ Early project coordination meetings**
- **20+ Non-MAP Team project review/assistance actions**

MAP Team coordination eliminated the need for some or all permits on two projects. One of these projects was able to save time and money by salvaging a 2004 construction date and was in place before a flood this winter.

**Cost** – Total costs for the MAP Team have averaged approximately \$46,000 per month, equivalent to \$1,650 a month for each active project during the period of September 1, 2003 to June 30, 2004; and equivalent to \$2,550 a month per active project for the period of July 1, 2004 to the present.

### **Meeting Customer Expectations / Initiating Change**

Is the MAP Team meeting expectations?

The MAP Team uses formal survey<sup>2</sup> methods and active communication with customers (i.e. project teams and the MAP Team Member agencies) to make changes in business practices and to proactively address conflicts. A summary of the results is attached.

Change management in the last quarter included addressing regulatory/process definition for the MAP Team Agencies on several issues related to stormwater, wetland mitigation, and construction impacts. To address complete applications the MAP Team and WSDOT are working to standardize products and provide Quality Assurance/Quality Control.

### **Conflict Resolution**

How efficient is the MAP Team in identifying and resolving conflict?

The MAP Team works proactively to identify conflicts early, either before or shortly after the permit application. The team proactively manages conflict through technical meetings to resolve project issues, early project coordination meetings to identify and propose risk management solutions, and a conflict management process.

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<sup>1</sup> Data was compiled from approximately 37 active projects with projections through March 31, 2005.

<sup>2</sup> Surveys are available upon request.